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**The Development of Trust –Similarities and Differences  
for Senior Leaders in Other Cultural Environments**

**By**

**Theodore L. Grabarz,**

**Commander, United States Navy**

**The contents of this paper reflect my own personal views and are not necessarily endorsed by the Naval War College or the Department of the Navy.**

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Theodore L. Grabarz  
Commander

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## INTRODUCTION

Trust, or the degree to which one party believes in the honesty, benevolence and competency of the other, is crucial at all levels of leadership. It opens the channel for successful communication and all great leaders are great communicators, even when communication is not necessarily verbal or specifically action-oriented. Extraordinary examples of leadership revolve around a constellation of attributes though from a decision making perspective, (the *sine quo non* of leadership) trust is imperative for others to act at a decisive point in time. This is very important in a military leadership sense when lives are at stake, yet important as well if not equally in carrying forward executive decisions in private sector roles.

Trust is most critical at the senior leadership level, as much of their time is spent on *conceptual* decision making to include strategy and policy decisions (as opposed to middle or junior management or technical level interaction). At this senior level, dealing with this conceptual decision making runs into the *clash of the cognitive perspective* of other individual senior leaders. This is as opposed to the other elements of this paradigm that include government politics, organizational behavior and the rational actor perspective.<sup>1</sup> It is where clear articulation of the complexities and advocating of these decisions is a must for successful resolution and acceptance. Each of these senior leaders is responsible (and therefore assuming the risk) of each of their respective organizations so there is a clash of wills as interests. Even more so is the challenge in these organizations that involve other cultures, whether they be joint, multi-national, or inter-agency, and building trust.

At the senior leadership level, are there similarities or differences in the development of trust in this joint, multi-cultural or inter-agency environment?

Development of that trust can stem partly from a shared background or vision which can encompass cultural similarities. However the *real challenge becomes building trust outside common cultural norms*. It is there that the search for commonality becomes key. Trust matters because it is the fundamental building block of successful inter personal relationships

## **BACKGROUND**

### **The Historic Evolution of Trust.**

What is trust? Its power and presence is ubiquitous, like the air that we breathe, so much so that its measure of value is not so much when it is present, rather, when it is not. The most emotive statement made to someone is not “I have trust in you.” Rather the most provoking and damning of statements is “I *don’t* trust you.” Somehow it seems to mean that an eternal connection has been broken by uttering those words. It is such an organizing principle.<sup>2</sup> That eternal connection is founded in the crucible of evolution, represented in the evolution of cooperation built around trust, physiologically evolved through changes in eye structure. The only animal that has white sclera, or *whites of eyes* (but for several species of primates) is man, *Homo sapiens*.<sup>3</sup> As man moved up the evolutionary ladder, the ability to engage in cooperative behavior separated him from all others. Other animal’s opaque eyes prevented one from knowing if another was looking directly at them, where the two reasons for a gaze was either procreation, food,<sup>4</sup> or the

prospect of same. The foundation of that cooperative behavior replacing competition began to eliminate the simple zero-sum condition of literally *eat or be eaten* and began to make it far more nuanced, leading to comparative advantage,<sup>5</sup> in the micro-economic sense, cooperation based upon unique individual skill sets, enhanced by trust.

### **Key Challenges of Military Senior Leadership in the Context of Trust**

Yet in the military, the foundation of that evolutionary crucible is still present, because in the conduct of war, people die. So, in many ways that zero-sum condition still exists. In the context of the profession of arms, senior leaders are faced with four essential challenges: complexity, uncertainty, ambiguity and volatility.<sup>6</sup> Complexity is a function of the enormous numbers of factors that must be dealt with.<sup>7</sup> Uncertainty revolves around the inability to understand any situation completely.<sup>8</sup> Ambiguity deals with the *fog of war*<sup>9</sup> how information can be interpreted in many different ways.<sup>10</sup> Finally, volatility or the speed or rate of change at which senior leaders must /interpret, and act,<sup>11</sup> or what Covey has categorized as the value of the ‘speed of trust.’<sup>12</sup> Within those challenges is the seed of one of the enduring tensions, *building and exercising trust*<sup>13</sup> as the bridge or translating tool to enhance effectiveness. It is an enduring tension seeking to control outcomes yet empower team members to engage in their own decision-making to enhance initiative and ensure adaptability to changing conditions.

To separate the building of that trust in a professional organizational setting versus a personal setting, trust building in a professional setting is goal directed toward making a decision. In making that decision in the military, it is especially difficult because of the above four challenges, or as Captain Von Schell said in *Battlefield Leadership*, one of the

most difficult things to do is to *recognize the moment for making that decision*.<sup>14</sup> Colin Powell while re-organizing the Department of State was described as not so much as issuing an order to State Department employees to be responsive to members of Congress etc.<sup>15</sup> Rather Powell challenged them to an aspiration,<sup>16</sup> for every member of his team, to want to do their best, to want to succeed, based upon the groundwork layed through building and exercising trust in them. Thus, by enhancing that speed of decision and increasing effectiveness within the realm of the four challenges mentioned above, by empowering the people below the senior leader, is the essence of the reason to engage in that trust-building. But what is trust?

### **Definition of Trust**

A common definition of trust is the desire to rely on another party and to take actions where such actions make one vulnerable to the other party.<sup>17</sup> In a more positive sense, a definition of trust is an expression of confidence between two entities or individuals in some type of exchange, though they recognize that they will be put at risk in the transaction.<sup>18</sup> Trust almost takes on an economic exchange quality when it is described as a means for lowering of transaction costs in inter-firm behavior, in uncertain environments, thus leading to a competitive advantage in long term relationships. This competitive advantage thereby facilitates long-term strategy.<sup>19</sup> The background on this seems to suggest that *economic man*<sup>20</sup> is selfishly interested purely in the maximization of expected value.<sup>21</sup> In an aggregated macroeconomic condition, this value maximization of expected value has been found to hold true. However, disaggregated at the individual level, rational choice, or the rational actor perspective, has recently found little

foundational support, in fact just the opposite,<sup>22</sup> thus making trust building exceptionally important. This is the environment in which the senior leader operates. While seemingly coldly and selfishly analytical, what economics and psychology have brought an understanding of, is how the *filter of perception* (through moods, emotions and attitudes), plays against the idea of the rational actor.<sup>23</sup> The rational actor in this case is the omniscient that makes decisions based upon all available information to derive maximum benefit.<sup>24</sup> Fukayama seems to recognize the challenge of perception versus reality when he defines trust as a regular and honest, cooperative shared belief system.<sup>25</sup> Around these seemingly disparate views, there is consensus. This paper will consider *trust* to be:

*A cooperative, enduring arrangement with two or more individuals or entities based on shared perceptual and actual understandings where each would be more at risk without the other; within the context of national security, the limited resource of human capital and the decision-making function.*

### **Cognitive Framework of Trust**

The experience of trust can be understood within the individual's cognitive framework, their personality,<sup>26</sup> exercising that trust condition. This means that trust is influenced by values, attitudes, moods and emotions.<sup>27</sup> Values are general standards or principles such as loyalty and honesty.<sup>28</sup> They are internal to the person having them and are based upon the constellation of attributes including education, culture, childhood, etc. intrinsic to that person. Attitudes are more specific to another person.<sup>29</sup> For instance "my attitude toward him is that he is a liar" is seen through the lens (or a means of translating a value that desires truthfulness as a key determinant to be "trusting" of that person), that "lying" is blocking. Emotions and moods are described by psychologists as "affective states"<sup>30</sup> meaning that they convey feedback as to our interaction with people and/or

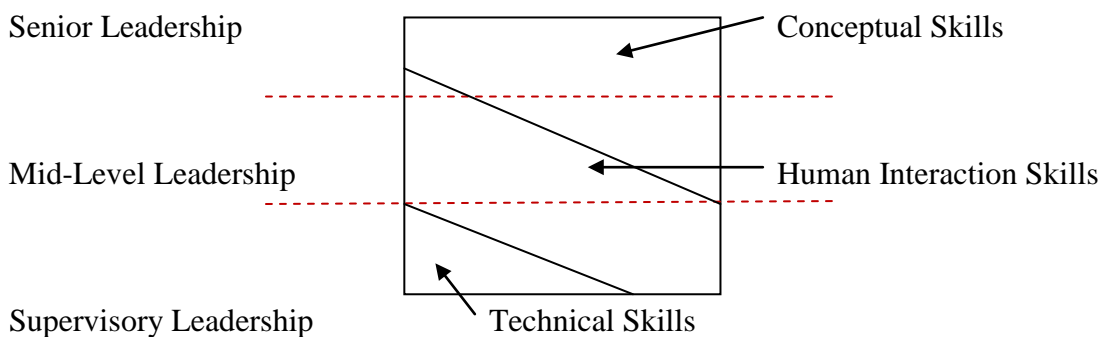
environments, and are involuntary.<sup>31</sup> Emotions are more transitory or ephemeral, meaning more short lived, however very much tied to specific instances or interactions. Moods tend to be cyclical and repetitive and less recognized to be the result of specific interactions. Both are often described as *feelings* that are positive or negative about a person and/or place.<sup>32</sup> Emotion and mood are often used as a barometer of trust, meaning in the absence of familiarity based upon time, emotion and mood is used to gain immediate insight, to verify “a feeling” of trust, or not.

Emotions and moods are fundamental to the experiencing of trust for three reasons.<sup>33</sup> First, trust is often considered to be based in *affect*, meaning that the feeling of trust is weighed heavily in our decision to trust or not. Second, ones current “affective state” or how one is feeling at the time, colors ones view of how they evaluate a person’s trustworthiness, *irrespective of actionable information*. Third, trust is built on expectations of past behavior, not just of that person being trusted but through the lens of past behavior established through previous attitudes, based on experiences.

## **DISCUSSION**

The skill sets involved in senior leadership level activity is largely concerned with conceptual decisions. You can see this in Appendix 4 which looks at Trust Building Techniques, where the emphasis for the 0-8/9 level is with emphasizing organization wide issues around which trust must be built, such as reaching out to traditional and non-traditional leaders for key decisions, character traits and making those transparent, such as confidence, resoluteness, protecting employees, etc. The basis for the model from

which this conclusion is based was created by Hersey and Blanchard, and proposes three levels of management activity;<sup>34</sup> (See Graph 1- Levels of Leadership Activity) the first at the supervisory level, where the primary skill sets are evenly allocated between technical skill and human interaction skill. This would be equivalent to the 0-1 to 0-3 level in the military. The second level is the mid-level leadership, where the primary skill sets are primarily human skill, and a small amount of conceptual skill. This would be equivalent to the O-4 to O-6 level in the military. Finally, the last and highest level is the senior management, or senior leadership, where the primary skill sets are conceptual skill. This would be equivalent to the O-7 to O-10 level in the military.



**Graph 1- Levels of Leadership Activity**

Despite this emphasis on conceptual decisions, another foundational reality of senior military personnel is that they are firmly grounded in “taking care of their people”, an understanding that is inculcated in the beginning of their career in the military. While the effectiveness of that effort could certainly be questioned, that inculcation, that value is

clear. This motivates particularly military people to recognize the value of building trust, and exercise a variety of tools for doing so.

### **Survey of Trust among Senior Leaders**

In order to assess the similarities and differences in trust building in various types of organizations including: service, joint, multi-national coalition and inter-agency, a survey was recently conducted of senior leadership individuals. The survey was sent to the 40-three star flag officers currently serving in the US Navy. There were responses from eight three-star flag officers, a 20% return rate.<sup>35</sup> In addition two, two-star admirals were interviewed, one active and one reserve; and two- international one star admirals (SEL) (currently O-6's) were surveyed as well. The following questions were asked:

1. Trust can take time. When taking over command of a Army/Navy/Air Force/Marine, or Coast Guard organization requiring rapid and decisive change, will using purely *positional authority* (I'm the boss-do what I say!) to solve an immediate problem without the constraints of developing that trust within the command first have a lasting effect? Can you provide examples?
2. Does your answer change if it is a joint (i.e. CENTCOM), interagency (i.e. Embassy) or multi-national (i.e. NATO, UN, Coalition) environment?
3. What are the techniques that you use in building trust when selected to lead a new organization? Do they have to be verbal? Do they have to be action-oriented?

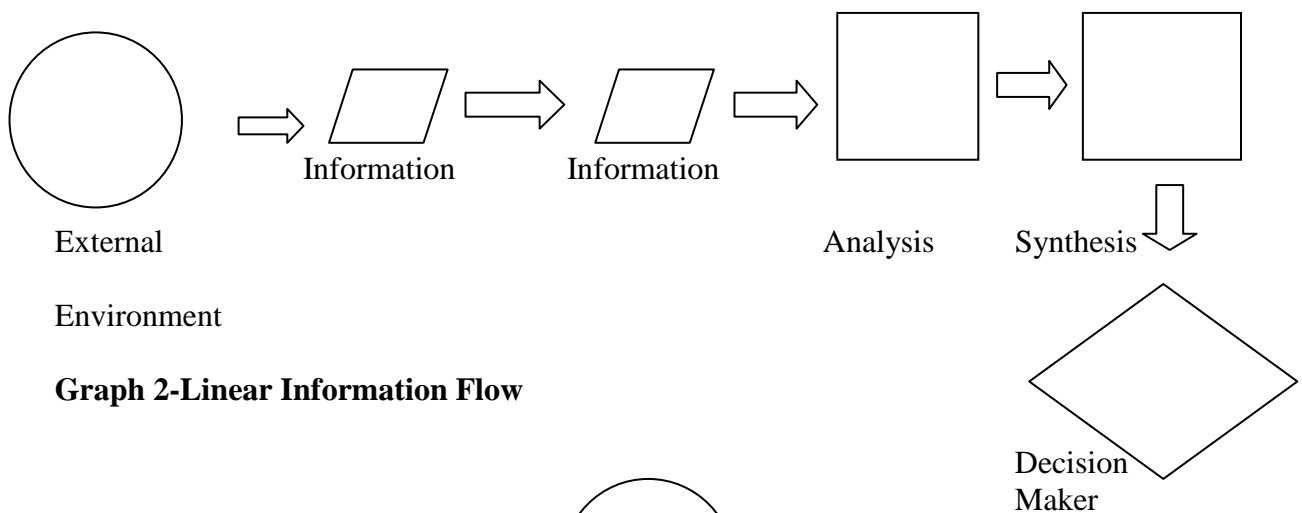
### **The Context of Questions**

#### **Question 1:**

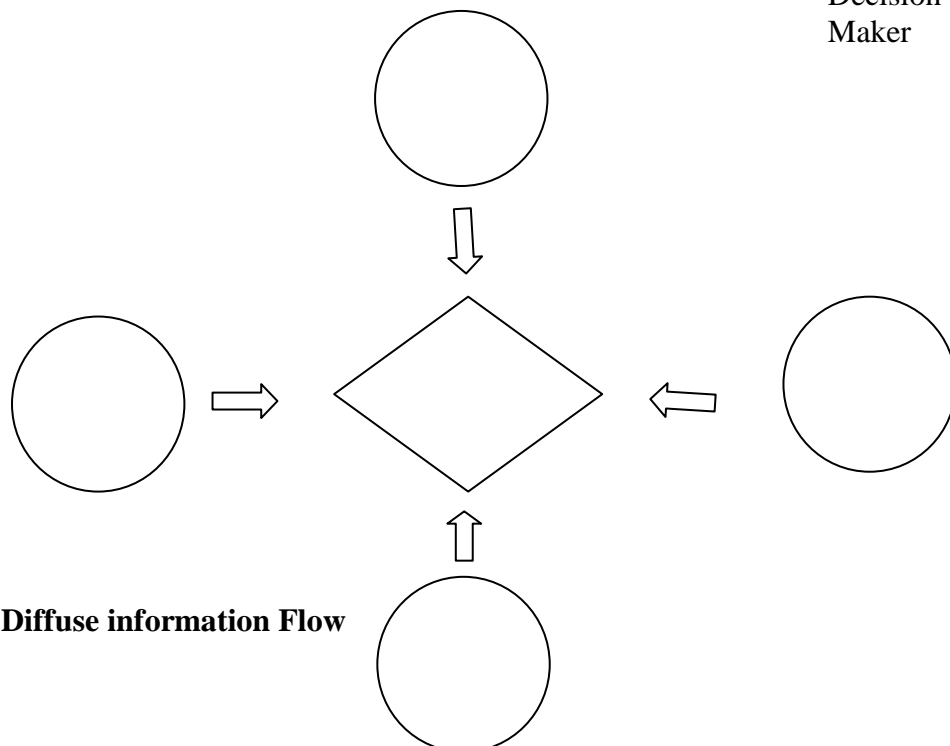
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The premise of the first question explicitly stated was that *trust can take time*. The process is about getting to know someone or an organization, while competing with all of

the demands of a new command. The lack of linearity (information flowing in at regular intervals from one direction to assess, analyze and synthesize from the external environment- Graph 2- Linear Information Flow) in this familiarization process makes the process that much more time consuming. Rather the information gathering process is more diffuse, ((Graph 3- Diffuse Information Flow) where information is coming in from all sides so to speak without modulation, coordination or even sometimes relevancy.



**Graph 2-Linear Information Flow**



**Graph 3- Diffuse information Flow**

The question was framed as one stereo-typically given in a military, hierarchical organization, positional authority. As was earlier mentioned, the challenges of complexity, uncertainty, ambiguity, and volatility may face a senior leader in making a rapid, unitary decision. How will that be received in terms of accepted permanency in the organization, or “buy-in” for a lasting effect.

For this question 57% of respondents felt that there were situational factors involved including the type of command, the type of personnel, maturity level, whether they were military or non-military etc. that would play into the permanency of the decision.<sup>36 37 38</sup>

<sup>39 40 41</sup>Virtually all of these individuals were at the two or three star level of rank. (See Appendix 2). Those believing that there would be no permanency or lasting effect in the decision within the command based on purely positional authority totaled 29% and incidentally included all international officers.<sup>42 43 44 45 46</sup>(See Appendix 2). Finally 21% believed that there would be permanency in the decision within the command based purely on positional authority.<sup>47 48 49 50</sup>(See Appendix 2).

## **Analysis of Responses to Question 1:**

### **1. The Value of Trust Building**

The need and value from a cost/benefit perspective of building trust within the organization was universally recognized amongst the respondents. (See Appendix 1).

There was also consensus upon the duty of a leader to foster and establish that trust. Recognition of the value of that trust could well come from the military perspective that people are indeed the most valuable resource, something that as was said is inculcated

into officers at the outset of their careers. The concept of *command climate* is always considered vital to any type of military organization's performance. For military leaders who are raised to operate in environments where the issuance of orders are required, there is obviously a keen understanding of the value of cooperation over requirement.

## 2. Positional or Professional Trust versus Personal Trust

There also was a clear understanding that upon arrival to a new command or organization, the leader by virtue of the selection process of their institution, has a degree of trust innate to the position from a positional perspective. It shows that those leaders are rational and competent. As one senior leader suggested it is akin to the trust placed in a medical doctor, EMT, fireman or other professional, that due to their certification, training and experience the members of their organization will accept that certain level of trust exists already.

## 3. Complexity of the Decision in Trust Building

For decisions involving "operational, technical or process oriented" issues, it was suggested that positional authority might be enough. This conclusion appeared to be echoed by most others, and suggested that in an environment outside the realm of human impact, where it could easily be seen that there was an impersonal nature to the decision, trust wasn't important. At the same time there was wide acceptance that in other than homogeneous service cultures that time could be required to assess the most pro-active means to build trust.

## **Question 2:**

**Does your answer change if it is a joint (i.e. CENTCOM), interagency (i.e. Embassy) or multi-national (i.e. NATO, UN, Coalition) environment?**

This second question dealt with whether the answer to the previous question would change if there were changes to the type of organization being led. Specific examples given include the joint, interagency multi-national and inter-agency environment. All of the respondents based upon their biographies (See Appendix 1) have extensive experience in multi-national and joint billet assignments, as well as a number having served in the inter-agency or inter-governmental world in some capacity (often through OEF/OIF roles). The premise was that moving into a different culture (that probably wouldn't have significant shared cultural values) that the building of trust would take more time, and might involve other techniques.

For this question 43% indicated that their answer did change, in fact 80% of those indicated that in other cultural environments it became more difficult to build that trust <sup>51</sup>  
<sup>52 53 54 55 56 57 58 59</sup> while 57% indicated that the answer didn't change in another cultural  
environment. <sup>60 61 62 63 64</sup>

## **Analysis of Responses to Question 2:**

### **1. Communication is Key**

Communication was deemed critical in almost all respondents, in terms of building consensus, clearly communicating actions, and gaining feedback. This transcended international and cultural boundaries, and it was felt that communication often became the bridge to solve all differences or at least anchor decisions firmly.

## 2. Memorialization of Organizational Change through Trust

Words such as credibility, reputation, intellect, human touch, managerial expertise and empathy were used to describe the process that would memorialize change within an organization that would build that requisite trust. There was a keen understanding of decentralized decision making and the value that it held.

## 3. Time in Trust Building

There was also recognition that positional authority was only partially effective, and that positive lasting change was only made possible through deep and abiding trust, in the organization and most importantly in the leader.

## 4. Own Culture versus Other Cultures such as Multi-National/Inter-Agency and Inter-Governmental Organizations

It was recognized that the military still carries weight in multi-national military organizations because of our common service culture united by similar value systems. They can provide the basis of a trusted agent across multi-cultural lines. In multi-national NGO's, interagency, and contractors, consensus building is required, because of the lack of that basic shared value system along with substantial personal interaction, and understanding, along with determining shared priorities/concerns, and acknowledging differences while emphasizing similarities. In multi-cultural environment it may mean reworking TTP's Tactics, Techniques and Procedures for positive, lasting interaction.

The credibility of the leader is more difficult to establish trust and so more time must be taken. You can not be a dictator. You can't surge trust. It takes time. Cultural awareness is key.

### **Question 3:**

**What are the techniques that you use in building trust when selected to lead a new organization? Do they have to be verbal? Do they have to be action-oriented?**

The third question looked for examples of trust building techniques. The second part took as a premise that while "actions generally speak louder than words", perhaps there was there a proper mix of verbal versus non-verbal communication that would help to reinforce trust building relationships.

In examining the different techniques in Appendix 4 the greatest frequency of technique appeared first in showing common respect, and operating with actions vice words. This was followed by building trust up and down the chain which included regular meetings with leaders, setting mission and visions collaboratively and in key decisions consulting with traditional and non-traditional leaders. Finally scanning the organization for shared values to reinforce within the organization had the most resonance.<sup>65 66 67 68 69 70</sup> The use of verbal versus non-verbal (action oriented) techniques yielded a variety of answers but seemed to focus on the use of both techniques to reinforce each other and anchor decisions both inside the organizational environment, but also outside in less traditional, more social settings.<sup>71 72 73 74 75 76 77</sup>

### **Analysis of Responses to Question 3:**

#### **1. Focus on Action for Trust Building**

Actions play a large role in melding differences and translating what might be otherwise confusing messages, across cultural barriers. Much of the cooperative behavior we engage in is to develop understanding, and action has a primordial quality that breaks down those cultural barriers that language has ironically often divorced us from.

## 2. Respect as a Common Language Across Culture

This can have different meanings depending upon the culture you are in, but the pervasiveness of the terms use speaks to humility in leadership's role. While it might not be always possible or understandable, it is a means of keeping that door of communication open.

# CONCLUSIONS

## **Synthesis of Building Trust through the Commonality of Interest**

### **1. Similarities and Differences in the Development of Trust in the Joint, Multi-National or Inter/Agency Environments**

There are indeed similarities and differences in the development of trust in this joint, multi-cultural or inter-agency environment. As was said, trust matters because it is the fundamental building block of successful inter personal relationships and at the senior leadership level it is that *commonality of interpersonal interest* between senior decision makers involved in national security, engaged in conceptual decisions, where that trust is so key.

Development of that trust can stem partly from a shared background or vision which can encompass cultural similarities. Outside of the shared cultural background, it is there that the search for *commonality becomes key*. Recognizing the similarities and differences

can add to the senior leader's tool kit of building that trust, particularly as we move more into collaborative roles with other agencies than DOD.

The key similarities are the following:

1. Action.
2. Respect.
3. Communication -two way.
4. Collaboration.

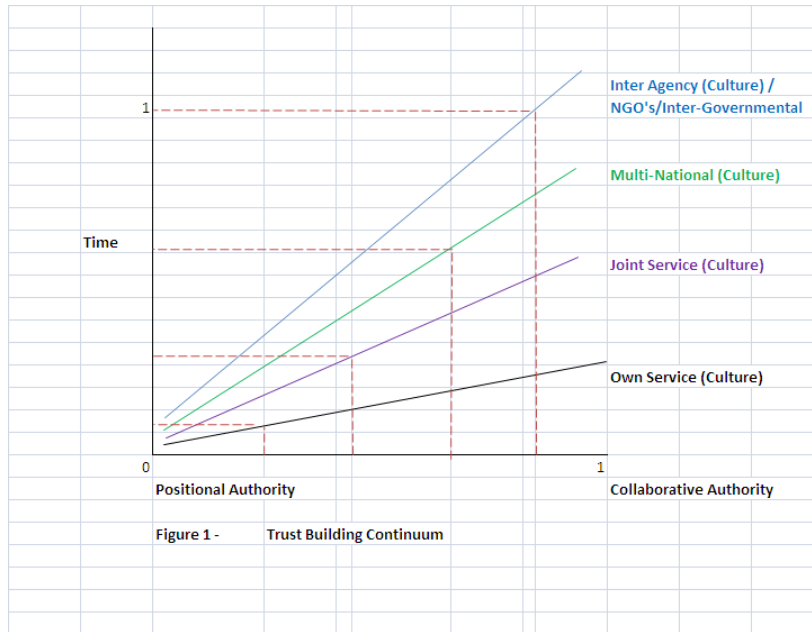
Key differences include the following:

1. Time.
2. Assessment.
3. Shared values.
4. Aligning common national goals.

## **2. Decision Permanency and Trust**

A primary value of the building of trust is that it leads to more permanent decisions. This is based upon the amount of time spent on developing that trust which is the most definitive way. However the time that this takes (while based upon anecdotal evidence) suggests that it is most rapid in one's Own Service Military or other homogeneous organizations, followed by Joint/Multi-National Coalition and finally Inter-Agency organizations/NGO's and Inter-Governmental Organizations. In addition, while prevailing management techniques have moved away from purely positional authority in

establishing decision, the flexibility it lends is of great value and is of most use in the military setting.

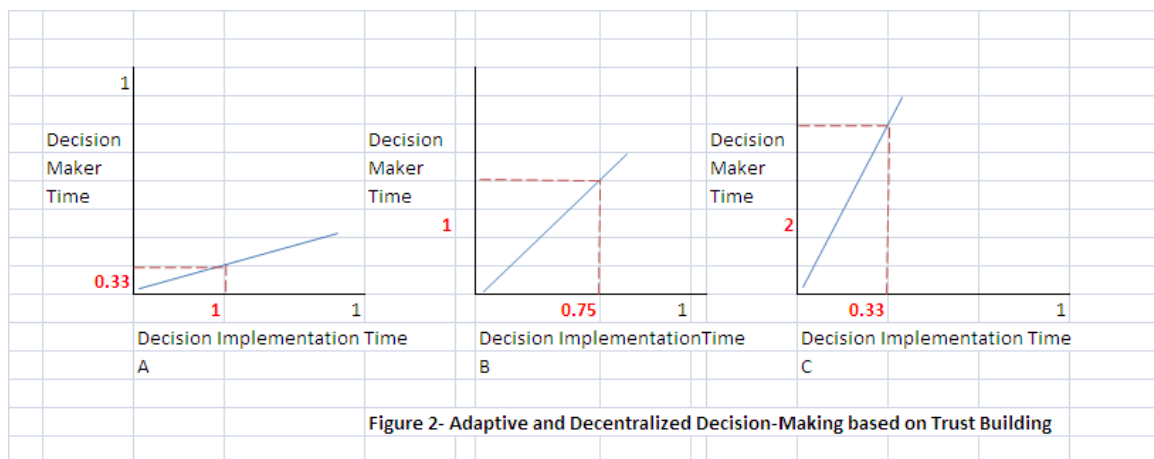


The Inter-Agency/NGO's and Inter-Governmental organizations due to their conflicting value systems, agenda's, standard operating procedures, etc. are the most challenging. Inter-Operability in making decisions so that a collaborative trust building process is established is vital, and requires the most time to institute trust (See Figure 1- Trust Building Continuum).

### 3. Adaptive Behavior and Trust

A key desire in the decentralization of decision making by senior leaders, is to make it more rapid and responsive, to be adaptive to changing conditions at the lowest possible level of the organization, where most of the knowledge of specific issues exist. The anecdotal evidence provided, suggests that trust building facilitates this decentralization

process. In Figure 2A the Decision Maker time of decision is 0.33, while the Decision Implementation of the Organization time is 1 based on a scenario of low trust. As trust is built by the leader, in 2B Decision Maker Time is 1 and Decision Implementation of the Organization Time is .75. Finally in 2C Decision Maker time of decision is 2 while Decision Implementation of the Organization Time is .33. In essence, the decision maker, the senior leader, is allowed to engage in more complex decisions or have more time to make them through trust building, the implementation of the decision by the organization is decreased, thus increasing its effectiveness. This is consistent with the concept of the OODA loop (Observe, Act, Decide, Act).<sup>78</sup>

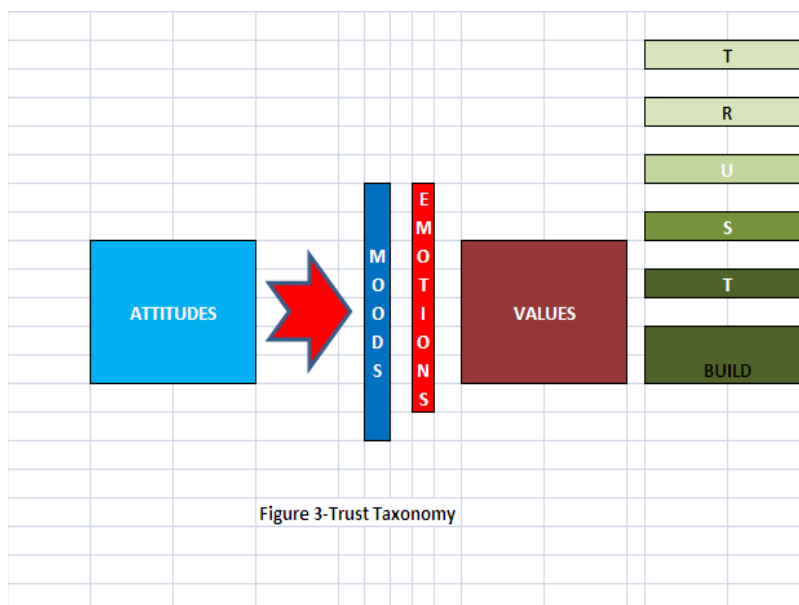


#### 4. The Taxonomy of Trust

As mentioned earlier there are a number of attributes that shape trust. Understanding trust's taxonomy or structure, helps in seeing what attributes are the most critical or most impactful in gaining that trust. Examining all of the elements of Appendix 4, the trust building techniques are largely *values based*. Values are general standards or principles such as loyalty and honesty.<sup>79</sup> They are internal to the person having them and are based

upon the large number of attributes including education, culture, childhood, etc. that define one as a person.

As Figure 3-Trust Taxonomy shows below Values are filtered by Moods and Emotions originating as Attitudes about specific instances. Senior leaders should focus on affecting those values (by various trust building techniques) which can then shape those attitudes in positive ways and mitigate the negative aspects of moods and emotions.



## 5. Senior Leadership and Trust Building Behavior

What becomes apparent looking at the results in Appendix 2 and, is the degree to which senior leadership varies from other senior officers due to their cognitive outlook. As the percentages show, as more conceptual thinking and decisions become memorialized in senior leader's leadership style, the more conceptual their techniques and attitudes in decision making become. For instance, Question 1 concerned positional leadership where 57%, (the majority) felt that there were specific mitigating factors in the

environment that challenged the assumption of a simply affirmative or negative answer. This is consistent with the more significant effort spent on conceptual decisions and less on middle management and technical skills.

## **FINAL THOUGHTS**

Particularly as we move more and more into not only joint, but multi-national, as well as civilian, International NGO's and Inter-Governmental organizations, the importance of building trust is increasingly crucial. To understand the "other side" becomes more and more critical and more time is required (at least initially) to build the bridge of understanding among these "other culture institutions" that can in fact be in within our own country.

Trust or the degree to which one party believes in the honesty, benevolence and competency of the other is crucial at all levels of leadership, and indeed life itself.

Through the assessment of the immediate environment to understand the value systems of the members of the team provides the basis for cooperative interaction. It helps anchor decisions. It helps make those decisions permanent, and assists in increasing the speed of adaption or decentralization of decision-making into the lower levels of an organization, thus leaving the decision maker additional time. This helps to overcome the challenges in national security decisions that include complexity, uncertainty, ambiguity and volatility.

Trust is most critical at the senior leadership level as much of a senior leader's time is spent on *conceptual decision making* to include strategy and policy decisions (as opposed

to mid and lower management and technical level interaction). At this senior level, dealing with this conceptual decision making runs into the *clash of the cognitive perspective* of other individual senior leaders. This requires the keen understanding of the collaborative behavior required in the national security realm and the trust to address competing interests.

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<sup>35</sup> Note: While not significantly statistically relevant (as the population of 40 and the sample size of 8 yields a confidence interval of 30 at the confidence level of 95%) the basis of this study is to examine anecdotal information to derive general conclusions from specific pieces of information, i.e. inductive analysis.

<sup>36</sup> VADM-2, 2009. For an immediate problem positional authority can be partially effective. It depends on the context of the organization and the nature of the problem. For straightforward, operational or technical problems, without an intrinsic human element acting without that trust may be adequate. If it involves personnel or cultural issues trust must be built first. Other factors can involve the reputation of the incoming commander, the human capital mix civilian vs. military where civilians might wait out the decision; the importance of effective communication and finally the discipline of internal business rule enforcement, all play a part in the longevity of the decision.

<sup>37</sup> RADM-1, 2009. The degree to which you can use positional authority is based on observation of the environment. Integrity in yourself is a big part of it.

<sup>38</sup> Flag Officer and Strike Group Commander, 2009. Trust is equivalent of political capital. You can't surge trust. If you have the political capital built up you can ask a lot. If you don't have it (as with a new command) you can't

<sup>39</sup> VADM-1, 2009. Connecting through personal and empathetic behavior builds trust and is essentially in gaining speed of action.

<sup>40</sup> VADM-3, 2009. The taxonomy of trust begins with the rationality and competency that the selection process provides. That is the trust that will be given when they are safe. Beyond that you make your own trust in team members and is represented by how much they will need and give when they are not safe. It's about risk.

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<sup>41</sup>VADM-4, 2009. This is dependent on the type of organization and why it is underperforming. Positional leadership leaves no room for error on your part.

<sup>42</sup> VADM-5, 2009. Positional authority is not leadership, is an inverse relationship to trust, it has a cost to positive command climate, but trust can be earned back over time.

<sup>43</sup>CAPT-1, 2009. Trust building takes time. The leader's credibility/reputation which comes from the leader's intellect, human touch and managerial expertise. The level of success in positional leadership is based on the professional competence and trustworthiness of your people in a particular job.

<sup>44</sup>CAPT-2, 2009. Trust takes time, but knowing that you are responsible and accept that responsibility engenders trust from subordinates. It is absorbing the risk first, that counts, for you are the one responsible for consequences. Honesty and transparency in letting the team know what type of environment one is working in, whether there is time for collaborative engagement or when positional authority must be exercised. Communication again is key.

<sup>45</sup>, CAPT-3, 2009. Decisions made purely with positional authority will not have any lasting effect. Creation of trust is one of the biggest leadership skills and a duty of the leader. In peace time purely positional authority decisions without the collaboration of trust are unnecessary, meaning that outside the temporal constraints of war where orders are important due to their time sensitive nature, the more collaborative style in peace time is far more desirable. In conducting positional authority decision making it should be done while maintaining good communication and awareness of the command environment while making it as concise and as effective as possible

<sup>46</sup> VADM-6, 2009. In coming to a new command you need to understand the formal and informal leadership relationship, the network of the organization. It doesn't take much time but the simple act can speak volumes in trust, first impressions count! Making an immediate impact can often be transitory in positive effect and substantial in negative effect.

<sup>47</sup>VADM-7, 2009. Sometimes decisions have to be made irrespective of trust. It is part of being a leader and as long as you remain true to the organization and its people, over time they will understand and there will be a positive lasting effect. It not something that happens over night, but it does happen. However if you are wedded to positional authority without building trust, and nothing else it won't.

<sup>48</sup>VADM-8, 2009. Using positional authority only to make decisions will definitely have a lasting effect, whether it is positive or negative remains the question. The key to positive change is if it is *perceived* positively or negatively by the employees. Obtaining feedback from all levels will provide an understanding that trust can be built from rather than damaging it. A CO can expect his authority to be respected from day one however trust is built from the staff's belief in sound decisions and taken away by bad decisions. Alignment of words to actions is always key.

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<sup>49</sup> VADM-2, 2009. With our own service chain of command which is very strong, in nearly all cases I can Trust my subordinates to deliver what I ask.

<sup>50</sup> Flag Officer, RADM, 2009. Trust is a two street. I trust that an individual has the organizations best intentions in mind, and if they don't it will be easy to spot.

<sup>51</sup> CAPT-3, 2009. It becomes even more vital as far we are dealing with more complex issues.

<sup>52</sup> VADM-2, 2009. Joint organization is more susceptible to positional authority as they are more open to new ideas. In interagency or multi-national the credibility of the leader is more difficult to establish trust and so more time must be taken.

<sup>53</sup> RADM-1, 2009. Shared values don't stop at international boundaries, they are innate and cross cultures. Trusted agents are international.

<sup>54</sup> Flag Officer and Strike Group Commander, 2009. Can't surge trust. It takes time. The military can provide a basis of trusted agent though. The use of political capital can assist in the surge but cultural awareness is key.

<sup>55</sup> VADM-8, 2009. Military still carries weight in multi-national military organizations. In multi-national NGO's, interagency, and contractors, consensus building is required, personal interaction, and understanding along with determining shared priorities/concerns, and acknowledging differences while emphasizing similarities.

<sup>56</sup> VADM-3, 2009. In multi-cultural environment TTP may needed rework and time must be taken

<sup>57</sup> CAPT-1, 2009. Joint and multi-cultural services are more difficult and the leader must recognize the differences and it does take time.

<sup>58</sup> VADM-4, 2009. Multicultural environments will require the time to build trust. You can not be a dictator.

<sup>59</sup> VADM-2, 2009. Capability is often the issue in inter-agency environments where there is not enough resources to meet the doctrine of actual needs, while in the international context, intent as measured by internal politics and changing world conditions can play a role.

<sup>60</sup> VADM-7, 2009. No, my answer does not change.

<sup>61</sup> VADM-5, 2009. Should always strive to establish trust outside of positional leadership, irrespective of multinational or interagency component. Though, other countries may not be as liberal minded as this due to their conscriptive military force, i.e. captive audience.

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<sup>62</sup> VADM-1, 2009. Caring and empathy often synonymous for trust allow you to add up that bank account and is transcendent across multi-cultural borders.

<sup>63</sup>VADM-6, 2009. Respect knows no borders.

<sup>64</sup>CAPT-2, 2009. Need to use that same level of time to build trust.

<sup>65</sup>CAPT-3, 2009. Appreciation, constant consultation in the decision making process, respect, delegation of authority, building common responsibility, demonstrating personal expertise and skills.

<sup>66</sup>RADM-1, 2009. To walk the talk must live the values.

<sup>67</sup> Flag Officer and Strike Group Commander, 2009. Triangulation techniques, recognize cultural differences, need to frame trust from a professional perspective. Common military background makes that easier. Its bank account debits and credits.

<sup>68</sup>VADM-5, 2009. Assume until proven otherwise that your people are doing their best, every time. A leader that is predictable is trustworthy. Taking the risk first by assuming that people are at their best will make them try even harder not to let you down.

<sup>69</sup>VADM-6, 2009. Build trust through everything other than work topics. Care about what they care about. It is essential for gaining speed of action. Empathy is key.

<sup>70</sup> VADM-3, 2009. Communication is key. Honesty, integrity, and not leaving anyone feel short changed. Be authentic. It is humility and people will value that. Remember that you are the catalyst for that trust. Leading a team you are not in charge of the solution you are in charge of the team in search for that solution.

<sup>71</sup>VADM-2, 2009. Meet regularly with leaders, set mission and vision in a collaborative fashion, consult with leadership over key decisions, with the traditional and non-traditional. Use both action oriented and verbal means to anchor decisions.

<sup>72</sup>VADM-7, 2009. Actions speak louder than words and it is your actions that make the difference. It is important to understand the culture of the organization before you try to impose change and need to know what motivates people.

<sup>73</sup>VADM-8, 2009. Must build trust not only in the leader but also in the organization and in the people themselves. Must do it verbally, through the leader's actions and through the organizations actions and for the leader to do this in work and social setting.

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<sup>74</sup>VADM-1, 2009. Trust people until you are proven wrong. Actions speak louder than words.

<sup>75</sup>CAPT-1, 2009. Lead by example, being clear, honesty and transparency, unit of effort will have a tremendous impact on how your people think and act.

<sup>76</sup>CAPT-2, 2009. People oriented. Team not bubbles. Transparency. Take the consequences for something going wrong, but share the wealth when it goes right. Protect your people. Loyalty needs to go both ways up and down the chain. Be prepared to be betrayed. Focus on the winners and the losers will take care of themselves. Be lucky. Be strong, be resolute, and take your time to move but defend it when it is done. Be confident. You have the power of the people behind you. You have more than the sum of the people on your team. Be patient. Give your team the time to get to the right answer. You have to know how much they need.

<sup>77</sup> VADM-4, 2009. Best way to trust is issue guidance and expect it will be carried out.

<sup>78</sup> Boyd, John, R., 1996. The Essence of Winning and Losing, p. 10.

<sup>79</sup> Jones, Gareth R. and George, Jennifer M., 1993. The Experience and Evolution of Trust: Implications for Cooperation and Teamwork *The Academy of Management Review*, Vol. 23, No. 3 , p. 534.

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**Appendix 2 –Permanency of Positional Authority**

	<b>Question 1</b>		<b>Positional Authority</b>						
			<b>Circumstantial</b>		<b>Yes</b>			<b>No</b>	
1	No	0						0	
2	Circumst'l	1	1						
3	Circumst'l	1	1						
4	Circumst'l	1	1						
5	Circumst'l	1	1						
6	Yes	2			2				
7	Circumst'l	1	1						
9	Circumst'l	1	1						
10	No	0						0	
11	Circumst'l	1	1						
12	Yes	2			2				
15	No	0							
16	No	0						0	
17	Circumst'l	1	1					0	
			8	<b>0.571429</b>		3	<b>0.214286</b>	4	<b>0.285714</b>

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**Appendix 3- Changes in a Joint, Multi-National. or Inter-Agency Environment**

	<b>Question 2</b>		<b>Joint, Multi- National or Inter-Agency</b>						
			<b>Circumstantial</b>			<b>Yes</b>		<b>No</b>	
1	No	0						0	
2	Yes	2				2			
3	No	0						0	
4	No	0						0	
5	No	0						0	
6	Yes	2				2			
7	Yes	2				2			
9	No	0						0	
10	No	0						0	
11	Yes	2				2			
12	No	0						0	
15	Yes	2				2			
16	No	0						0	
17	Yes	2				2			
						6	<b>0.428571</b>	8	<b>0.571429</b>

#### Appendix 4 – Trust Building Techniques

	Technique	Civil ian	Service	Joint	Multi- Nat'l	Inter- Agency	Frequency		
0-6	Demonstrating Respect	x	x	x	x	x	14		
0-6	Demonstrating Appreciation	x	x	x	x	x	1		
0-6	Delegation of Authority	x	x	x	x	x	1		
0-6	Creation of common responsibility for results	x	x	x	x	x	1		
0-6	Demonstration personal skill and expertise	x	x	x	x	x	1		
0-9	Meet regularly with leaders	x	x	x	x	x	12		
0-9	Set mission and vision collaboratively	x	x	x	x	x	10		
0-9	Key decision consult with traditional/non-traditional leaders	x	x	x	x	x	10		
0-8	Scan for shared values and reinforce	x	x	x	x	x	10		
0-8	Transparency	x	x	x	x	x	2		
0-9	Authenticity	x	x	x	x	x	3		
0-9	Avoid snap judgments	x	x	x	x	x	2		
0-9	Operating with actions vice words	x	x	x	x	x	14		
0-9	Build trust up/down chain and in themselves	x	x	x	x	x	12		
0-9	Verbally and by leaders action and by organization action	x	x	x	x	x	13		
0-9	Assume the best until you know the worst	x	x	x	x	x	3		
0-9	Feedback	x	x	x	x	x	3		
0-9	Consistency	x	x	x	x	x	3		

0-6/9	Communication						3		
	Technique	Civil ian	Service	Joint	Multi- National	Inter- Agency	Frequency		
0-9	Commonality of Background	x	x	x	x	x	1		
0-6	Service Identity		x				1		
0-9	Lead organization to an outcome- catalyst	x	x	x	x	x	1		
0-9	Guidance w/ expectation it is followed	x	x	x	x	x	1		
0-6	Example	x	x	x	x	x	1		
0-6	Honesty	x	x	x	x	x	1		
0-6	Establish Team	x	x	x	x	x	2		
0-6	Protect your people	x	x	x	x	x	1		
0-6	Loyalty	x	x	x	x	x	1		
0-6	Resolute	x	x	x	x	x	1		
0-6	Confident	x	x	x	x	x	1		
0-6	Strong	x	x	x	x	x	1		
0-6	Patient	x	x	x	x	x	1		
0-6	Lucky	x	x	x	x	x	1		
							1		